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SECRETARY OF THE AIR FORCE**

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Personnel



EDUCATION WITH INDUSTRY PROGRAM

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This instruction provides guidance on the management and administration of the Air Force Education With Industry (EWI) program, known within the Department of Defense (DoD) as Training With Industry (TWI). Reference DoDI 1322.06, *Fellowships, Scholarships, Training with Industry (TWI), and Grants for DOD Personnel*, this instruction supplements Air Force Policy Directive (AFPD) 36-26, *Total Force Development*. The EWI program described herein is the official Air Force program authorized through the Air Force Education Review Board (AFERB). Used in tandem with the EWI Handbook, this instruction applies to all personnel who manage, administer, operate, or support the program, all students assigned to the program and all agencies that nominate or select students for the program. The EWI Program Office (PO) administers the program for SAF/AQ and is the waiver authority for this instruction. The EWI Program Manager (PM) leading the PO is responsible for the conduct of education programs, the students' health, morale, welfare, and for ensuring that students maintain the high standards of Air Force (AF) bearing, behavior, and integrity. This instruction requires collecting and maintaining information protected by the Privacy Act of 1974 authorized by Title 10 USC, Section 8013. This AFI may be supplemented at any level, but all supplements must be routed to SAF/AQXD for coordination prior to certification and approval. Refer recommended changes and questions about this publication to SAF/AQXD using the AF Information Management Tool (IMT) 847, Recommendation for Change of Publication; route AF IMT 847s from the field through Major Command (MAJCOM) publications/forms managers. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, and disposed of in accordance with Air Force Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at https://afrims.amc.af.mil/rds_series.cfm.

1. Overview

1.1. The EWI program is a career development program designed to improve the management abilities and technical and professional competencies of participating students by partnering with industry to accomplish career-specific desired learning objectives (DLOs) established by career field managers (CFMs) (further discussed in section 17). The USAF derives benefit from first-person insight into the philosophy, procedures and practices of industry. The students fully examine industry policies and processes, as well as how industry addresses issues. In doing so, students acquire the ability to interpret the needs of the USAF in industry terms. By studying the best practices of industry, students are able to bring new knowledge, understanding, and empathy back into the USAF to improve its processes. This direct insight and experience are unavailable elsewhere in the USAF. In turn, the company benefits by receiving the student's Air Force experience and perspective.

1.2. The Air Force EWI program is a highly selective, competitive non-degree educational assignment within an industry associated with the student's career field. The program is a 10-month SAF/AQ-sponsored, USAF training program that specializes in corporate partnerships with defense and non-defense related industry leaders throughout the continental United States. Students selected for this program are considered Air Force-level students in accordance with AFI 36-2406, *Officer and Enlisted Evaluation Systems*.

1.3. The EWI Handbook is the best resource to use for detailed, up-to-date guidance for the EWI program. It can be downloaded from the AFIT EWI webpage at https://www.afit.edu/cip/docs/EWI_Handbook.pdf. The EWI Community of Practice (CoP), located on the Air Force Portal, also provides current information, resources and a means of communication for registered users, be they EWI students, company coordinators or CFMs at <https://afkm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-ED-AF-06>.

1.4. The officer and civilian opportunities are released annually by AFPC Message/Nomination Call by career field and Air Force Specialty Code (AFSC) and are listed in the EWI Handbook.

1.5. As part of the program, officers normally PCS to and from the company location. Civilians are assigned to companies near their current duty location without a PCS or TDY cost to the government, remaining on their current duty position. Vicinity travel is not authorized.

2. Eligibility Criteria

2.1. Officers in the grades of captain and major, and civilians in NSPS Payband 2 and the grades of GS-11 through GS-13 (or equivalent) in eligible career fields have the opportunity to compete for the EWI program. A bachelor's degree is required. A master's degree and Level II Acquisition Professional Development Program (APDP) certification are desired.

2.2. Officers must be fully qualified in one of the eligible core AFSCs. Civilians must have been in the applicable career field for at least 5 years and must have no more than 14 years of government service.

2.3. Officers must meet applicable time-on-station requirements as specified in the annual release message.

2.4. Officers should consider promotion board and Intermediate Developmental Education (IDE) timing in applying for the program.

3. Officer Nomination Procedures

3.1. Senior raters may nominate any officer who meets the eligibility criteria and demonstrates a history of superior performance and potential for promotion to senior-level positions.

3.2. Each nominee must complete an AF Form 3849, *PME/AFIT/RTFB/Officer Worksheet*. The AF Form 3849 will only be used for the selection board and will not be maintained in the Officer Selection Folder. Additional documentation, such as letters of recommendation, should not be included in the application package. Nominees must also complete an Airmen Development Plan (ADP) indicating their desire to participate in the program.

3.3. All nominations and AF Forms 3849 will be forwarded to the officers' HQ AFPC assignment teams. Nominations will be reviewed by career field Development Teams (DT). The DT will forward recommended individuals for EWI to an AFPC competitive selection board.

3.4. Board-specific information, such as application procedures, will be announced annually in a board notification message from HQ AFPC.

4. Civilian Nomination Procedures

4.1. Civilian requirements are made available annually through an HQ AFPC message.

4.2. Civilians apply through their respective Career Field Teams (CFTs) by submitting an AF Form 4059, *Air Force Civilian Competitive Development Nomination Form*, and a signed Continuing Service Agreement (CSA), page 4 of the Standard Form (SF) 182, *Authorization, Agreement and Certification of Training*. The CFT's DT will competitively nominate candidates for the EWI program and return to the CFT; the CFT forwards the completed AF Form 4059 and the signed CSA to AFPC/DPIFA for final approval and boarding.

5. Assignment Notification and Company Assignment Process

5.1. HQ AFPC will forward the list of students selected for EWI to the EWI PO. Senior raters will be notified of selection by message release for military and by the CFT for civilian nominees.

5.2. The EWI PO will contact the students to begin the company placement process. The EWI PM, in coordination with HQ AFPC and the selected students' CFM, will match the students to their company assignments and location.

6. Prior to Leaving Current Duty Station

6.1. Officers will ensure their performance reports and any award submissions have been completed prior to their departure.

6.2. Officers in the promotion zone for major or lieutenant colonel during their EWI tour are required to have a narrative-only AF Form 709, *Promotion Recommendation* completed prior to departure from their losing base. Further guidance is in AFI 36-2406, *Officer and Enlisted Evaluation Systems*.

7. Student Standards

- 7.1. Students must conduct themselves as ambassadors of the USAF.
- 7.2. Students will adhere to the dress standards for the company they are assigned. Officers will adhere to applicable standards within AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*.
- 7.3. Officers are required to maintain physical fitness standards in accordance with AFI 10-248, *Fitness Program*.

8. Evaluations

- 8.1. In accordance with AFI 36-2406, *Officer and Enlisted Evaluation Systems*, officers will receive an AF Form 475, *Education/Training Report*. The EWI PM will accomplish the report upon the officer's completion of the program. Evaluations will be completed IAW AFI 36-2406.
- 8.2. Civilian students will provide copies of their student reports to the EWI PM; the EWI PM will provide the report to each student's supervisor for annual appraisals.

9. Awards and Decorations

- 9.1. The program is considered a career development course and Air Force members are not authorized award of an individual or tour completion decoration while attending such courses as per AFI 36-2803, *The Air Force Awards and Decorations Program*.

10. Promotion

- 10.1. Officer students will be considered for and promoted in accordance with established criteria identified in AFI 36-2501, *Officer Promotions and Selective Continuation*.
- 10.2. Civilian students may continue to be considered for promotion through the merit promotion program.

11. Post-Training Assignment

- 11.1. Officers must complete their ADP at the start of the EWI assignment in coordination with their Assignment Team. This will ensure the DT has up-to-date information on the officer.
 - 11.1.1. Upon completion of the program, whenever possible, officers will be assigned to positions in their primary career field or to career broadening positions focusing on utilizing their EWI experience and continued officer development. If officers are not immediately placed in a utilization assignment, they will be placed in a future assignment that utilizes their EWI-gained skills and experience.
 - 11.1.2. Post-EWI officer assignments will be received through the normal assignment process, with the involvement of the officer's DT and assignment team.
- 11.2. DTs will vector civilian EWI graduates to maximize use of the EWI experience.

12. Program Completion

- 12.1. In accordance with AFI 36-2107, *Active Duty Service Commitments (ADSC)*, for officers and the SF 182 Continued Service Agreement for civilians, students incur a three-year commitment upon completion of the program.

12.2. Students conclude the program one of three ways: successful completion of all training requirements; self-elimination from the program; or removal.

12.2.1. Termination of program participation. After consultation with SAF/AQXD, the EWI PM may, at any time at his/her discretion, terminate a student's participation in the EWI program for deficiency in conduct, performance or other reasons.

12.3. Students who self-eliminate or are removed from the program will return to their core AFSC/career field without receiving training credit, and incur a two year service commitment.

13. Accrual of Time in Core AFSC and for APDP Certification

13.1. During the EWI tour, students will continue to accrue time in their core AFSC/career field. SAF/AQXD will ensure acquisition workforce students accrue APDP experience for the program, aligned to the appropriate acquisition functional area of their EWI assignment.

14. Absence

14.1. In order to maximize the 10-month EWI tour experience, students should limit the amount of time they take away from the program. More than three weeks of duty time absent is highly discouraged (whether for sickness or annual leave, or a combination) and could result in a student's removal from the program. For further guidance, refer to the EWI Handbook.

14.2. Students unable to report to work because of illness are required to notify the EWI PO, the company coordinator and civilian students also need to notify their home unit supervisor.

15. Holidays and Company Down Days

15.1. Civilians must report to their home unit on company down days that are not legal holidays or take leave in accordance with AFI 36-815, *Absence and Leave*. Civilian employees should refer to AFI 36-815 for guidance on chargeable leave.

15.2. On company down days that are not Public Holidays, officers must take leave or passes granted by the EWI PM, in accordance with AFI 36-3003, *Military Leave Program*. Officers should refer to AFI 36-3003 for guidance on chargeable leave policy.

15.3. Students, both officer and civilian, are permitted to substitute time off on an alternate day in accordance with their EWI company's policy for legal/public holidays the company does not routinely observe. For example, if a company does not observe a Federal holiday (e.g. Veterans Day) but has another down day that does not correspond to a Federal holiday (e.g. the day after Thanksgiving), then the student may take the day the company has off in exchange for its missed holiday. Refer to the EWI Handbook for specific details. Students can direct questions to the EWI PO for clarification.

16. Civilian Timecards

16.1. Home unit supervisors manage civilian student timecards during the EWI tour. Students should continue to report any required information to their USAF supervisors.

17. Program Requirements

17.1. CFMs prepare/review their career field's DLOs annually to fulfill functional and education/training requirements.

17.2. Students are tasked to provide the EWI PO with a work plan, which will include a schedule of programmed activities, the general scope of each activity, the planned sequencing, and anticipated learning outcomes. Each plan should reflect activities scheduled to meet the objectives of the program, career field DLOs and interests of the student as they pertain to the program.

17.2.1. Students will seek the advice and guidance of the company coordinator to develop the work plan. When possible, the company should permit the student to rotate through various departments and participate in activities that provide the basic elements of education, experience, and environment necessary to meet the DLOs.

17.3. Students are required to submit individual reports as outlined in the EWI Handbook (e.g. trip reports, quarterly reports, projects). The reports are maintained by the EWI PO and forwarded to the USAF agencies responsible for establishing/monitoring educational requirements, and the appropriate personnel resource manager at HQ AFPC.

17.4. Students must submit a trip report for all trips formatted in accordance with the EWI Handbook. Trip reports will be submitted as an attachment to each student report within the corresponding time period.

18. Communications

18.1. All program specific questions should be directed to the EWI PO and all company/agency related questions should be directed to the company coordinator.

18.2. All questions or problems relating to personnel matters should be directed to the student's servicing MPF/MPE/CPF. In the event the MPF/MPE/CPF cannot answer the students' question, the student should contact the EWI PM.

18.3. Students are required to read the EWI Handbook and visit the EWI CoP located on the Air Force Portal to ensure they receive updated information. Reference paragraph 1.3.

19. Ethics and Standards of Conduct

19.1. Students are required to adhere to the USAF's Core Values and DoD 5500.7-R, *Joint Ethics Regulation*. Officers are also subject to the Uniform Code of Military Justice. All students are expected to comply with company policies applicable to their scope of duties while participating in EWI. If there is a conflict between any of these sources of guidance, the student should comply with the most stringent and contact the EWI PO for further guidance as required. Reference the EWI Handbook for additional information.

19.1.1. **EXCEPTIONS:** By nature of their particular assignment to the company, with no pecuniary liabilities associated with their position relative to decision making processes, students are permitted to accept small items of reasonable value available to other employees in the course of performing their jobs. These include, but are not limited to: refreshments at meetings; lunches (when they are part of a working meeting or company educational course); space available transportation on regularly scheduled company planes, buses, and vans; and reduced/no-cost athletic facilities and social occasions, etc. Consult the EWI PO or the Designated Agency Ethics Official (DAEO) for further guidance as required.

20. Responsibilities

20.1. SAF/AQXD Responsibilities

- 20.1.1. Provides overall policy and guidance for the EWI program.
- 20.1.2. Appoints EWI PM.
- 20.1.3. Participates on the EWI Air Force Education Requirements Board.
- 20.1.4. Keeps career field managers apprised of EWI updates.
- 20.1.5. Meets with each EWI participant, individually or in a group, a minimum of once during the ten-month program to discuss issues and provide career mentoring.
- 20.1.6. Identifies a central organization to plan, program, and budget for EWI requirements.
- 20.1.7. Provides funding to meet EWI training and travel requirements.
- 20.1.8. Grants waivers for the program.
- 20.1.9. Annually reviews the career field DLOs for adequacy.

20.2. EWI PO Responsibilities

- 20.2.1. Is the Office of Primary Responsibility (OPR) for the EWI program.
- 20.2.2. Develops policy for SAF/AQ's approval and makes programmatic recommendations.
- 20.2.3. Implements policy to manage and administer the program.
- 20.2.4. Ensures students are trained on ethical and code of conduct standards for the program.
- 20.2.5. Ensures student PAS codes are developed for each company location.
- 20.2.6. Manages day-to-day program administration functions.
- 20.2.7. Maintains a program timeline and communication plan.
- 20.2.8. Maintains/Updates the EWI Handbook and the EWI CoP.
- 20.2.9. Establishes student Personnel Accounting Symbol (PAS) codes for each company location.
- 20.2.10. Establishes programs with private sector companies/agencies to meet specific USAF professional specialty requirements.
- 20.2.11. Assigns students to the appropriate company/agency according to the options available and the student's background, with the concurrence of the sponsoring company/agency.
- 20.2.12. Maintains liaison through visits and correspondence with the company coordinators and other officials of host companies/agencies.
- 20.2.13. Manages student travel requirements necessary to support the programs.
- 20.2.14. Monitors student progress through periodic student reports.

- 20.2.15. Arranges seminars and conferences for education and orientation.
- 20.2.16. Hosts orientation conference at beginning of assignment for new program participants.
- 20.2.17. Convenes and chairs the annual EWI mid-tour conference (MTC) for students.
- 20.2.18. Serves as liaison between HQ USAF agencies and HQ AFPC.
- 20.2.19. Monitors termination dates so reassignment actions can be initiated.
- 20.2.20. Writes student training reports and feedback reports to civilian supervisors at completion.

20.3. CFMs Responsibilities

- 20.3.1. Annually prepare/review their career field's DLOs for adequacy.
- 20.3.2. Coach students in the development of EWI project ideas and their subsequent review/utilization.
- 20.3.3. Mentor students in their career field development during their EWI tour.
- 20.3.4. Coordinate with HQ AFPC on student's subsequent assignment at completion of the program.

20.4. HQ AFPC Responsibilities

- 20.4.1. Manages the selection process.
- 20.4.2. Hosts Developmental Teams to vector students.
- 20.4.3. Provides names of the nominees and pertinent background information to the EWI PO.
- 20.4.4. Coordinates subsequent utilization assignments for officers at completion of program.

20.5. Company/Agency Responsibilities

- 20.5.1. Provides executive sponsor.
- 20.5.2. Administers the program through a company coordinator.
- 20.5.3. Using the DLOs as a guide, creates a meaningful work plan for their EWI student(s).
- 20.5.4. Signs the EWI service agreement.

20.6. Company Coordinators Responsibilities

- 20.6.1. Act as the company mentor for EWI students assigned to the company/agency.
- 20.6.2. Conduct a monthly (or as needed) mentoring session with each EWI student assigned.
- 20.6.3. Ensure completion of applicable training tasks.
- 20.6.4. Participate in USAF - company coordinator conferences.
- 20.6.5. Assist in the development of student's work and travel plans.

20.6.6. Ensure all documentation is reviewed prior to submission to the EWI PM.

20.6.7. Provide a company tour and overview to the EWI PM, as requested.

20.7. EWI Students

20.7.1. Keep company coordinator informed of progress and accomplishments.

20.7.2. Notify the EWI PM of any changes in duty phone, office symbol, and leave and TDY absences prior to departure, so accurate rosters can be maintained.

20.7.3. Attend orientation and mid-tour conference as determined by the EWI PM.

20.7.4. Complete training requirements to include student reports and projects.

20.7.5. Comply with all policies and instructions provided by the EWI PM and the company coordinator. This includes timely and complete submission of all requirements levied by the EWI PO, such as work and travel plans, travel requests, TDY expense reports and student reports.

20.7.6. Be present for duty to include a minimum 40-hour work week, in alignment with company/agency standards. With the exception of official military business, students are expected to be in place at the company/agency at all times.

20.7.7. Accomplish all military business electronically, by phone or mail, unless stationed near the servicing MPF/MPE.

20.7.8. Act as a sponsor for their replacement student. The EWI PM will provide guidance.

21. Information Collection, Records, and Forms.

21.1. Information Collections. No information collections are created by this publication.

21.2. Records. The program records created as a result of the processes prescribed in this publication are maintained in accordance with AFMAN 33-363 and disposed of in accordance with the AFRIMS RDS located at https://afrims.amc.af.mil/rds_series.cfm.

21.3. Prescribed and Adopted Forms.

21.3.1. Adopted Forms.

AF Form 475, *Education/Training Report*

AF Form 709, *Promotion Recommendation*

AF Form 3849, *PME/AFIT/RTFB/Officer Worksheet*

AF Form 4059, *Air Force Civilian competitive Development Nomination Form*

AF IMT 847, *Recommendation for Change of Publication*

SF 182, *Authorization, Agreement and Certification of Training*

21.3.2. Prescribed Forms.

No forms are prescribed by this publication.

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Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DoDI 1322.06, *Fellowships, Scholarships, Training with Industry (TWI), and grants for DOD Personnel*, 15 November 2007

DOD 5000.7-R, *The Joint Ethics Regulation (JER)*, including Changes 1-6, Aug 1993

AFPD 36-26, *Total Force Development*, 1 January 2004

AFH 33-337, *The Tongue and Quill*, 1 August 2004

AFI 10-248, *Fitness Program*, 25 September 2006

AFI 35-101, *Public Affairs Policies and Procedures*, 29 November 2005

AFI 36-401, *Employee Training and Development*, 28 June 2002

AFI 36-815, *Absence and Leave*, 5 September 2002

AFI 36-2107, *Active Duty Service Commitments (ADSC)*, 22 April 2005

AFI 36-2110, *Assignments*, 20 April 2005

AFI 36-2406, *Officer and Enlisted Evaluation Systems*, 15 April 2005

AFI 36-2501, *Officers Promotions and Selective Continuation*, 16 June 2004

AFI 36-2803, *The Air Force Awards and Decoration Program*, 15 June 2001

AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, 2 August 2006

AFI 36-3003, *Military Leave Program*, 20 October 2005

AFMAN 33-363, *Management of Records*, 1 March 2008

AFRIMS RDS, https://afrims.amc.af.mil/rds_series.cfm

EWI Handbook, https://www.afit.edu/cip/docs/EWI_Handbook.pdf

EWI CoP, <https://afkm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-ED-AF-06>

Abbreviations and Acronyms

ADP— Airman Development Plan

ADSC— Active Duty Service Commitment

AF— Air Force

AFI— Air Force Instruction

AFIT— Air Force Institute of Technology

AFPC—Air Force Personnel Center

AFSC— Air Force Specialty Code

APDP— Acquisition Professional Development Program

CFM— Career Field Manager
CFT— Career Field Team
CPF— Civilian Personnel Flight
DT— Development Team
CoP— Community of Practice
DLO— Desired Learning Objective
DoD— Department of Defense
EWI— Education with Industry
IDE— Intermediate Developmental Education
JER— Joint Ethics Regulation
MPE— Military Personnel Element
MPF— Military Personnel Flight
NSPS— National Security Personnel System
OPR— Office of Primary Responsibility
PCS— Permanent Change of Station
PM— Program Manager
PME— Professional Military Education
PO— Program Office
SF— Standard Form
SLEC-P— Spacelift Education and Crossover Program
TDY— Temporary Duty
USAF— United States Air Force